



Department of Consumer and Regulatory Affairs DCRA (CRO)

MISSION

The Department of Consumer and Regulatory Affairs (DCRA) protects the health, safety, economic interests and quality of life of residents, businesses and visitors in the District of Columbia by ensuring code compliance and regulating business.

SUMMARY OF SERVICES

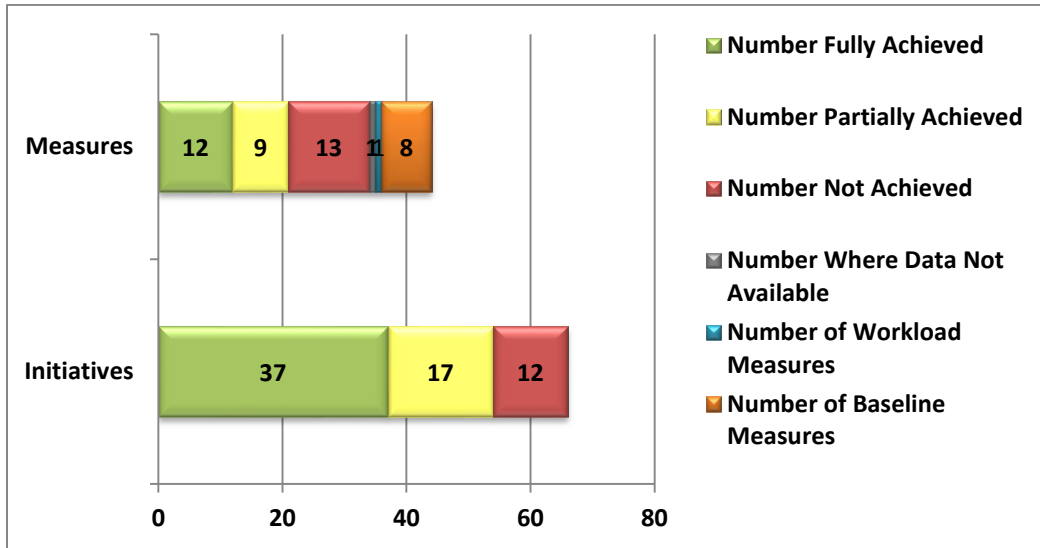
DCRA is responsible for regulating construction and business activity in the District of Columbia. The agency operates a consolidated permit intake center and reviews all construction documents to ensure compliance with building codes and zoning regulations. To protect consumers DCRA issues business licenses, professional licenses, and special events permits, registers corporations, and inspects weighing and measuring devices used for monetary profit. Construction activity, building systems, and rental housing establishments are inspected, and building code violations are abated if necessary.

ACCOMPLISHMENTS

- ✓ Customer Relations IT Initiatives: A) DCRA has launched the first phase of Corp Online, a new online corporate registration and filing system for submitting and processing corporate filings, reports, certificates of good standing, and other transactions managed by DCRA. The new system will make it easier for entrepreneurs to form and maintain their corporations in the District; B) DCRA launched OSUB, the online business application process for initial application filings. This new process allows customers to apply for and receive their business license in around 10 simple licensing categories online; and C) OCPI is DCRA's new Online Construction Permitting Intake application which allows customers to submit their permit applications via the internet. This process enables customers to save time prior to visiting DCRA's Permit Center and automatically stores data in DCRA's comprehensive property management database. **[Job Creation and Public Safety]**
- ✓ The Small Business Resource Center (SBRC) has created a series of "Train-the-Trainer" symposiums, as a result of DCRA launching the SBRC in April FY 2011. The SBRC has collaborating entities that provide one-on-one technical and educational assistance to current and future business owners seeking to navigate through DCRA regulatory processes. The "Train-the-Trainer" symposiums provide SBRC collaborators with an in depth overview of the services offered through DCRA. Thus far, the SBRC has held three "Train-the-Trainer" symposiums to include: Business Licensing, Special Events, and Permits processes. In FY 2012, the SBRC will assist the Corporations Division with the rollout of its new corporate legislation by providing education and outreach to DCRA's many customers. **[Education Quality, Job Creation and Self Determination]**
- ✓ Streamlined, Customer-friendly Processes: A) DCRA published a newly revised and simplified Certificate of Occupancy (COO) Application form with updated instructions and a checklist to guide customers through the application process; B) Self-Certification, the Business Licensing Division in conjunction with the Inspections and Compliance Administration implemented the Post-License Issuance for residential housing licenses (one and two family licenses). Customers can apply and receive their business license immediately, provided that the licensee self-certifies the premise being leased meets code requirements; and, C) DCRA launched ProjectDox an On-line Building Plan Submission and integration allowing concurrent review and approval of building plans. **[Fiscal Stability]**



OVERVIEW OF AGENCY PERFORMANCE





Performance Initiatives – Assessment Details

Performance Assessment Key:

-  Fully achieved  Partially achieved  Not achieved  Data not reported

Business and Professional Licensing

OBJECTIVE 1: Maintain efficient licensing operations.

INITIATIVE 1.1: Launch the Expedited Home Occupation Permit (eHOP).

DCRA launched the new online system for applying for building permits in the 4th Quarter. The next phase of this system will be to incorporate applications for both Certificates of Occupancy and Home Occupation Permits. Coordination between divisions continues, as improvements to streamline and enhance customer service continues. This initiative is PARTIALLY ACHIEVED. It will be fully achieved when IT functions allow for integration of these application types into the system.

INITIATIVE 1.2: Launch an online system for new BBL applications.

Customers may now renew basic business license online, but the full capability to apply for a new BBL has not been implemented. However, customers may fill out an electronic application, available at DCRA's website, save and print, and then send to DCRA by mail. While we hope to have this initiative implemented in FY 2012, this has been PARTIALLY ACHIEVED.

INITIATIVE 1.3: Enhance the basic business license renewal process.

DCRA now allows a majority of business licenses to be renewed online, within 30 days of the expiration date. Applicants may fill out application and pay for license renewal online. The license will be mailed out to the address of the business. If a business requires additional documentation to be submitted with the license renewal form, that must either be mailed in or submitted to the Business License Center at DCRA. However, ongoing improvements have allowed us to increase the number of businesses where we can accept the renewal form online. Initiative is FULLY ACHIEVED.

INITIATIVE 1.4: Implement recommendations for housing basic business licenses.

DCRA worked throughout the year to identify ways to reduce the timeframe for issuing a housing business license. The Director approved a proposal to have housing providers "self-certify" that their rental properties complied with the code requirements. During the last two quarters of the year, the involved DCRA divisions worked together to put together a plan to issue a license prior to a property being inspected. After which time, an owner would have 45 days to pass an inspection or have their license revoked. Although the full implementation of the program was not realized until December 5, 2011, this program is now FULLY ACHIEVED. Actual efficiencies will be realized during FY 2012 with ongoing analysis and feedback from customers.

INITIATIVE 1.5: Reduce the number of basic business licensing categories.

The analysis about reducing the number of business license categories is still undergoing review by the division and the agency's Office of General Counsel. This initiative will continue into the next fiscal year and is NOT ACHIEVED.



- **INITIATIVE 1.6: Expand the availability of computerized testing services for occupational and professional licensing.**

The Occupational and Professional Licensing Division (OPLD) will assess its current availability of computerized testing services for occupational and professional license examinations. Currently, there are eight (8) available seats in the testing center. Four of the testing spaces can only be utilized by the industrial trade exams, and the remaining four (4) seats can only be used for the remaining boards. The assessment will determine the ability of OPLD to expand testing services. Specifically, OPLD will seek to expand the number of slots available for applicants to take tests, and rearrange testing schedules to accommodate more tests per day. Per month, OPLD averages approximately 150 new applicants testing in the center, with approximately 60% being re-examinations. The goal is to have all eight (8) testing seats available for all exams regardless of the program. This will allow OPLD to test a higher volume of applicants. Completion Date: June 30, 2011

FULLY ACHIEVED.

- **INITIATIVE 1.7: Expand customer service through the new Business Resource Center.**

On April 26, 2011 Mayor Gray and Director Majett announced the public launch of the agencies new Business Resource Center. This initiative is FULLY ACHIEVED.

- **INITIATIVE 1.8: Expand the availability of online application services for occupational and professional licensing.**

There are 18 total license programs encompassing over 130 licenses types. At present, there are 3 license programs that are online for new application submission and 17 programs currently online for renewal application submission. The Occupational and Professional Licensing Division (OPLD) will expand the availability of online new and renewal license application services to 4 additional programs, which will provide customers with a more efficient and streamlined license application process. Completion Date: September 30, 2011. FULLY ACHIEVED.

- **INITIATIVE 1.9: Launch the new vending program.**

DCRA worked during FY 2011 to obtain public comment for the new vending regulations. The proposed regulations will be printed in the DC Register on Friday, January 20, 2012 for public comment. After the public comment the regulations will go to DC Council for approval. DCRA will probably be asked to testify. This initiative is PARTIALLY ACHIEVED.

OBJECTIVE 2: Manage corporate registration and maintenance services.

- **INITIATIVE 2.1: Implementation of the new Business Organization Code.**

Although not in effect until January 1, 2012, the new Business Organization Code was completed in FY 2011. This information can now be found online, and the initiative is FULLY ACHIEVED.



OBJECTIVE 3: Ensure compliance with licensing requirements.

INITIATIVE 3.1: Implement investigations to ensure compliance with the renewal of General Business Licenses (GBL).

DCRA conducted investigations of all businesses that had a general business license, but failed to renew in FY 2011. When a license is up for renewal, a letter is sent out to remind the owner of the business to renew (2 year cycle) and once an expiration date has passed, the owners have a period of time which then can still renew. If a business fails to renew, then DCRA will send out the Regulatory Investigations Unit to ensure that the business is not still operating, or if they are, issue a ticket and fine in order to encourage compliance with licensing laws. This initiative is ongoing, with about 50% of the businesses that were due for renewal visited, but all businesses receive a letter informing them of the renewal requirements and fees within 60 days of the expirations. This will continue in FY 2012; PARTIALLY ACHIEVED.

INITIATIVE 3.2: Conduct periodic compliance investigations of occupational and professional licensees.

This initiative is PARTIALLY ACHIEVED, as the workload and man-power challenges do not allow each licensee to be investigated directly prior to the termination of the license. Much of the enforcement process at DCRA involves first contacting the customer by email or postal mail, then going to visit the site, especially if a complaint has been reported to the agency; if business is being conducted without current or appropriate licenses, then DCRA will issue fines, and finally revoke a license through our General Counsel. This initiative will continue in FY 2012.

INITIATIVE 3.3: Conduct price verification surveys.

This initiative is PARTIALLY ACHIEVED (Quarter 1 only) and will not continue in FY 2012 because a shift in leadership of the agency and division took this particular activity out from under the scope of the administration, and it was no long a priority for the agency. Resources we reallocated to allow for a more robust Small Business Resource Center, another very important agency initiative.

INITIATIVE 3.4: Ensure that packages prepared at store levels have proper labeling and net weight.

This initiative is PARTIALLY ACHIEVED (Quarter 1 only) and will not continue in FY 2012 because a shift in leadership of the agency and division took this particular activity out from under the scope of the administration, and it was no long a priority for the agency. Resources we reallocated to allow for a more robust Small Business Resource Center, another very important agency initiative.

Permit Operations Division

OBJECTIVE 1: Ensure building plans comply with construction codes.

INITIATIVE 1.1: Update the permit application to reflect new reporting requirements.

The Permit Application was updated and went "live" on October 1, 2010. The Certificate of Occupancy Application was updated in conjunction with process improvement efforts and available for the public in June 2011. This initiative is FULLY ACHIEVED.

INITIATIVE 1.2: Meet Green Building Act requirements through application tracking and reporting.

In order to comply with the Green Building Act requirements, DCRA now has a way to identify Green Building Projects through Accela which are eligible for an expedited 30 day review timeframe. This initiative is FULLY ACHIEVED.

INITIATIVE 1.3: Create a unified inter-agency plan review and approval process.

DCRA has been working towards this initiative for three fiscal years and it is finally realized through the implementation of ProjectDox in July 2011, which allows agencies to review an application concurrently



without waiting for sign-offs from other disciplines. Along with this implementation, DC Water will finally be co-located along with the other review agencies in DCRA's Permit Center beginning Tuesday, January 17, 2012 and this initiative is now FULLY ACHIEVED.

- **INITIATIVE 1.4: Implement a consolidated conceptual design application process.**
DCRA continues to work on this challenging initiative which requires coordination between IT departments and systems. Additionally, one goal of this initiative is to reduce the review timeframe for permit applications, but all agencies must agree on the target review time for each discipline. Once DC Water is onsite and ProjectDox capabilities are analyzed, this initiative can be pursued more aggressively. This initiative is NOT ACHIEVED.
- **INITIATIVE 1.5: Meet 15 day Third Party Plan (TPR) Review Timeframe.**
DCRA was able to PARTIALLY ACHIEVE THIS initiative in FY 2011 and will continue to improve the time frame for review for each Third Party project that is submitted.

OBJECTIVE 2: Provide superior customer service in the Permit Center.

- **INITIATIVE 2.1: Expand the scope of work that may be processed through the Homeowners Center.**
The Homeowners Center handles a variety of applications now, including projects from individual home owners, Home Occupation Permit applications, and Special Event Applications. In FY 2012 this initiative will be continued to include after hour permits, new address requests and raze permit applications. All application types will undergo a final review before a final decision is made. But, so far, this addition to the scopes of work handled by the Homeowners Center has continued to create efficiencies for customers; this initiative is FULLY ACHIEVED.
- **INITIATIVE 2.2: Improve the permit application and review processes.**
This initiative has been FULLY ACHIEVED through the completion of other initiatives in this division plan to include revision of permit application, Certificate of Occupancy Application, launch of ProjectDox and the availability of the permit application online for completion, review and payment.
- **INITIATIVE 2.3: Utilize Q-matic to manage the Permit Center staff and customers.**
DCRA now uses the Q-matic data reports to make sure that customers are served by Permit Center staff in a timely manner. Reviewing daily and hourly data allows the Permit Center Manager to assign more or less staff to work stations in the center. Through this process, DCRA has been able to maintain an average wait time of less than 15 minutes per customer during normal business hours. DCRA will continue to try to reduce customer wait times; however, an increase in permit applicants during FY 2011 significantly impacted the workload at the agency. This initiative has been FULLY ACHIEVED.

OBJECTIVE 3: Manage and maintain District land records.

- **INITIATIVE 3.1: Develop an online building plat application process.**
This ongoing initiative requires infrastructure through DCRA IT systems which continues to be reviewed and explored by the agency. This initiative is NOT ACHIEVED.
- **INITIATIVE 3.2: Post the surveyor's records online for public availability.**
This ongoing initiative requires infrastructure through DCRA IT systems which continues to be reviewed and explored by the agency. This initiative is NOT ACHIEVED.



Office of Zoning Administrator

OBJECTIVE 1: Review permit applications for zoning regulation compliance, and ensure zoning compliance letter requests are processed efficiently.

● **INITIATIVE 1.1: Launch the Expedited Home Occupation Permit (eHOP).**

DCRA launched the new online system for applying for building permits in the 4th Quarter. The next phase of this system will be to incorporate applications for both Certificates of Occupancy and Home Occupation Permits. Coordination between divisions continues, as improvements to streamline and enhance customer service continues. This initiative is PARTIALLY ACHIEVED. It will be fully achieved when IT functions allow for integration of these application types into the system.

● **INITIATIVE 1.2: Implement the new Certificate of Occupancy review procedure.**

After 15 months of review of the current process, and recommendations for improvements, including coordination with four agency divisions, DCRA launched a new process for reviewing Certificate of Occupancy (COO) applications, which allows for greater assurance that the correct type of COO is being issued and that all required inspections are completed and approved.. This was done through revision of the application, updates of certain fields on the issued COO for clarity, and training for staff in each division. During the months that followed, the process has shown to be customer-friendly and feedback from customers is that the new process is working and the initiative has been FULLY ACHIEVED.

● **INITIATIVE 1.3: Online payment of Zoning Compliance Letters.**

This initiative is scheduled for completion in conjunction with other agency initiatives requiring IT capabilities. Right now, not all DCRA online functions allow for payment, which has to be coordinated through the OCFO, but to date this is NOT ACHIEVED.

OBJECTIVE 2: Respond to enforcement referrals to ensure compliance is achieved in the shortest possible time.

● **INITIATIVE 2.1: Update inventory of eating establishments in neighborhood commercial districts.**

This initiative was FULLY ACHIEVED IN Quarter 2 of FY 2011 and this information is now posted on the DCRA website.

OBJECTIVE 3: Enhance online zoning information for customers.

● **INITIATIVE 3.1: Place zoning determination letters and/or interpretations on DCRA's public website.**

This initiative was FULLY ACHIEVED in November 2010 and now all determination letters are posted on the DCRA website.

● **INITIATIVE 3.2: Improve OZA's public website.**

Due to limitations and availability of staff to work on website updates, this initiative was only PARTIALLY ACHIEVED in FY 2011. However, ongoing improvements to the entire DCRA website since 2010 continue allow us to serve all of our customers better.

● **INITIATIVE 3.3: Transfer old paper records into electronic form.**

NOT ACHIEVED. Due to the limited availability of private sector partners, DCRA is unable to complete this initiative as planned. However, DCRA staff can handle this on an annual basis during regular scheduled work hours.

Inspections Division

OBJECTIVE 1: Manage an efficient combination inspection program.

● **INITIATIVE 1.1: Create inspection checklists (guide sheets) for each type of inspection.**

The Inspections Division has been able to PARTIALLY ACHIEVE this initiative. The completion of this



initiative was delayed due to transition in agency personnel, and the reorganization of the division back into a Housing Branch and a Commercial Branch. However, there are inspections report forms that each inspector uses as well as a checklist for the inspections done to approve a property to be used as a rental property. Both of these are standardized in the division.

- **INITIATIVE 1.2: Increase the inspection completion rate using Interactive Voice Response (IVR) System and GPS technologies to manage inspector workload and daily schedules.**

DCRA was able to increase the inspection completion rate after analysis of the inspector workloads and assignment of inspectors by Ward so that the distribution and inspections assignments can be managed effectively through the IVR system. Additionally, the GPS functions on the cell phones can be used to identify an inspector that is closest to a property if there is an emergency or an assignment that needs to be given when inspectors are already in the field. Beginning in September 2011 administrative staff began generating the Notices of Violations after inspectors returned from the field. This takes the task off of the inspector allowing them to do more inspections, and spend more time preparing their enforcement cases. Management uses these tools daily and this initiative is FULLY ACHIEVED.

- **INITIATIVE 1.3: Increase the number of daily proactive inspections performed.**

DCRA was able to increase the administrative support staff for this unit in FY 2011 by one staff person. The program now has 5 inspectors working full time, 2 administrative support and one acting program manager. Due to that, and having other agency inspectors assist with “posting” buildings prior to a scheduled inspection, the division can continue to have inspectors “inspecting” 40-50% of the time. DCRA is still on track to complete all initial building inspections for each multi-family rental property by the end of 2013. This initiative is FULLY ACHIEVED.

OBJECTIVE 2: Develop a premier specialty inspections program.

- **INITIATIVE 2.1: Automate the approval process for Notice of Intent to Use forms for the Third Party Industry.**

The development of the automated process began in the fall of 2010. By March 2011 this initiative was FULLY ACHIEVED. The Notice of Intent Form is submitted online through a process of a web based form and user/password system. All forms are received through a specific mailbox where staff can approve using an electronic signature and instantly save all documents into the Accela program.

- **INITIATIVE 2.2: Increase Illegal Construction Enforcement.**

DCRA has FULLY ACHIEVED this initiative by increasing the total number of inspections to over 1200 in FY 2011 (which has been an upward trend since FY 2009), and generating over \$300,000 more in revenue from fines that originally projected.

- **INITIATIVE 2.3: Create an Internal Operating Procedure for quality control reviews of Third Party inspections.**

Although quality control inspections had been conducted since March 2011, in the fourth quarter of FY 2011, DCRA was able to designate one inspector to do quality control inspections in the field each day. Along with these assignments, there is a process and an inspection “type” for documenting the results in our Accela system, so we did not have to create additional paper forms to use. This initiative is FULLY ACHIEVED.

Enforcement and Legislative Affairs Division

OBJECTIVE 1: Provide efficient and effective regulatory and compliance processes.

- **INITIATIVE 1.1: Implement the revised vacant property registration and appeal process.**



DCRA took a proactive approach to the community's interest in vacant property. All owners who had previously had a property classified as vacant were notified at the end of their registration or exemption period. Those owners that did not respond were issued a Notice of Infraction. Properties that were newly identified as vacant, were inspected and classified as either Class 3 or Class 4 and transmitted to the Office of Tax and Revenue. Accela was used as the primary tool to record, track and monitor compliance with the program changes. All information related to the classification and inspections is now published either on the website or in PIVS data. DCRA has presented on the program requirements in the community, in front of Council and in meetings with the Mayor's Office throughout the last year, and this initiative is FULLY ACHIEVED.

● **INITIATIVE 1.2: Enhance lien placement and collection processes.**

This initiative has been FULLY ACHIEVED when the Enforcement Division began on July 1, 2011, manually mailing out 2 demand letters after the initial bill is sent to a respondent notifying them of DCRA's attempt to collect the debt.

- Initial demand letter states that notification of a final order has been received and that payment is due within 15 days.
- Final demand letter states that the respondent has failed to remit payment within the time provided and that payment must be received within 7 days or lien will be placed on the property.
- Placement of lien if no response to final demand letter.

● **INITIATIVE 1.3: Re-engineer the Civil Infractions Management through a unified NOV/NOI.**

The Enforcement Division completed the combined NOI/NOV (NOVI). Emergency rules were drafted to support the NOVI, and it is now being used through the agency. This initiative is FULLY ACHIEVED.

● **INITIATIVE 1.4: Enhance agency transparency of public hearings, meetings and rulemakings.**

Information is posted on DCRA's website within at least one week of any scheduled meeting, hearing or public event. This initiative is FULLY ACHIEVED.

● **INITIATIVE 1.5: Enhance tax lien collection.**

The Enforcement Division has began this initiative in FY 2011, but it will continue in FY 2012. The division worked with our Office of General Counsel and started with a sampling of Assessment cases for Administrative Judgment process. Currently, OGC/OAG are managing and litigating those cases.

In addition to the administrative judgment process, Enforcement staff has reached out to lien holders to notify them of lien actions on properties in which they have an interest. To date, Bank of America and Wells Fargo immediately render payment when notified and take subsequent action against the mortgagee. DCRA will continue more partnerships with mortgagors to improve collections, but this initiative is executed and FULLY ACHIEVED.

● **INITIATIVE 1.6: Improve Notice of Infraction Adjudication and collection.**

The Enforcement Division and the Office of General Counsel are currently reviewing legal precedents and authorities within the DC Official Code and DCMR to establish new standards for civil infractions prosecutions including but not limited to; simplified NOI, uniform case documentation standards, and baseline settlement authority. This initiative is PARTIALLY ACHIEVED.

OBJECTIVE 2: Protect the health and safety of people who visit, live and work in the District of Columbia.

● **INITIATIVE 2.1: Streamline the Board of Condemnation processes.**

BCIB Board Meetings occur every 2 weeks and through more communication and more focused meetings, DCRA has been able to have more properties on each agency. Although the Standard Operating



Procedure has not been finalized, the new process has been working and is still under review by the board. Because more properties can be addressed at each hearing, DCRA can make decisions and refer properties more often through this new process which has been FULLY ACHIEVED.

- **INITIATIVE 2.2: Establish a system to administer and manage blighted properties.**
In FY 2011, DCRA began to track and publish on the website all identified, appealed or officially classified blighted properties. Information that has been compiled, for review during an appeal or exemption request includes prior inspection notices, inspection reports, registration documents and pictures of the property. DCRA has continued to coordinate with the Office of Tax and Revenue to communicate the process for classifying properties as vacant or blighted, as well as our communications with customers who have been affected by an such re-classification. This initiatives is ongoing, but FULLY ACHIEVED.
- **INITIATIVE 2.3: Streamline abatement strategy with the Inspections Division.**
DCRA has implemented this model on pilot basis with FY11 grass and trash program. However, this will be FULLY ACHIEVED by the start of FY 2012 and will be used program-wide to address code violations requiring DCRA to take action and abate. The process for taking action on a particular property will occur within 30 days after the re-inspection has occurred, and customers will be notified more expeditiously when fees and fines are owed to the agency because of the “fixed-cost” process of assessment.
- **INITIATIVE 2.4: Utilize alternative abatement processes.**
This has been done through a contract for FY 2011 and is FULLY ACHIEVED.

Agency Management

OBJECTIVE 1: Maintain a qualified, healthy, and highly motivated workforce.

- **INITIATIVE 1.1: Provide in-house training programs on managing in a union environment.**
DCRA Labor Management Liaison conducted multiple sessions for each topic to include Progressive Discipline techniques, attendance issues, and other management topics. All sessions were completed by managers by the 3rd Quarter and this initiative is FULLY ACHIEVED.

OBJECTIVE 2: Increase public awareness of DCRA programs and services.

- All BCIB and CCCB meeting agendas, minutes and recordings are available to the public on our website, published either weekly or monthly. Additionally, DCRA posts proposed regulations and matters to be included in the DCMR, a list of vacant and blighted properties each quarter, and every two weeks a list of permits that have been applied for and issued to-date. Each month we also post a list of the properties to be inspected under the Proactive Inspections Program. The Property Information Verification System, also known as PIVS, updates within 48 hours to include inspections, abatement and license information for properties in the district. This initiative is FULLY ACHIEVED.
- **INITIATIVE 2.2: Expand branding of consolidated citywide permit center with sister agencies.**
DCRA participated in Building Safety Week in May 2011. During this week, we visited local hardware stores in each ward of the city and other community events to provide instructions on how to apply for permits and complete small scale home projects. Online materials are available for such projects as building a deck, fixing a roof or installing windows. We continue these types of outreach events in FY 2012 and hope to have even more community participation for this FULLY ACHIEVED initiative.
 - **INITIATIVE 2.3: Design and implement Basic Business Licensing communications plan to improve communication with customers by highlighting importance of licensing.**
Due to reduction in staff and limitations of the budget to create videos, DCRA has NOT ACHIEVED this



initiative.

- **INITIATIVE 2.4: Translate 100 percent of DCRA’s vital documents and all targeted communications into Spanish and other languages as needed.**
DCRA continues this effort through FY 2012 in order to comply with our Biennial Language Access Plan. Currently, there are over 30 regularly used forms and applications that have been translated. Budget constraints may affect the rate at which all documents can be translated; however this initiative is PARTIALLY ACHIEVED.
- **INITIATIVE 2.5: Promote street vending programs and work to expand outreach to potential entrepreneurs through innovative partnerships and co-branding initiatives.**
It was decided that this initiative was not feasible, and did not make sense to try to complete prior to the new vending regulations being established. This initiative is NOT ACHIEVED.
- **INITIATIVE 2.6: Develop and implement a campaign targeting the public, and real estate and mortgage industries on city regulations regarding vacant property and enhance online information.**
DCRA has completed this initiative and continues to post this information online each month, and continues to expand its communication to the public through a planned Pilot Program slated to specifically target Ward 8 ANC Commissioners in a series of meetings where we ask them to provide us with information about vacant and blighted properties in their neighborhoods. Using the Commissioners as a referral source, DCRA can enhance the identification and classification efficiency for Ward 8. If the program proves successful in FY 2012 Quarter 2, the agency may expand to other wards for the remainder of the fiscal year. This initiative is FULLY ACHIEVED.
- **INITIATIVE 2.7: Promote Building Code advisory process and the District’s shift toward industry standards.**
Due to the fact that the CCCB did not complete their submission of the code changes for the DCMR 12 in FY 2011, DCRA has not yet published this information. The board’s recommendations are slated to be sent to DC Council in FY 2012 and at that time fact sheets will be developed and training will be given both internally to agency staff and to the public. To date, this initiative is NOT ACHIEVED.

OBJECTIVE 3: Manage agency performance and integrity.

- **INITIATIVE 3.1: Lead process improvement efforts to ensure integrity in the Certificate of Occupancy review, approval, and issuance process.**
After 15 months of review of the current process, and recommendations for improvements, including coordination with four agency divisions, DCRA launched a new process for reviewing Certificate of Occupancy (COO) applications, which allows for greater assurance that the correct type of COO is being issued and that all required inspections are completed and approved.. This was done through revision of the application, updates of certain fields on the issued COO for clarity, and training for staff in each division. During the months that followed, the process has shown to be customer-friendly and feedback from customers is that the new process is working and the initiative has been FULLY ACHIEVED.
- **INITIATIVE 3.2: Conduct targeted reviews of specific programs in each agency division.**
Due to some key staff changes at the beginning of calendar year 2011, DCRA did not implement an internal CapStat review on any specific program. This initiative is NOT ACHIEVED.
- **INITIATIVE 3.3: Assess program areas after the completion of internal investigations.**



The DCRA Office of Service Integrity continues to review processes and make program recommendations based on information provided by the Office of the Inspector General. A report dated February 25, 2011 is a recent example, and DCRA is currently working to develop internal agency procedures to deal with the concerns in the Management Implication Report outlining threats to performance, safety and security. This was PARTIALLY ACHIEVED in FY 2011, but will be completed during FY 2012.

OBJECTIVE 4: Provide excellent customer service.

● **INITIATIVE 4.1: Reduce the number of incoming FOIA requests.**

Over the last 3 fiscal years DCRA has worked diligently through coordination with OCTO and our Communications and Customers Service team to put as much public information on the web as possible. This includes meeting agendas, minutes, proposed regulations, lists of properties that have applied for permits, a list of vacant and blighted properties that have been classified by DCRA, and again, the Property Intake Verification System (PIVS) provides very essential information about properties in the district, and allows anyone to search by address using the web. By using both Facebook and Twitter DCRA has been able to stay in touch with the constituency during each day, and can deliver responses quickly and effectively through these social media tools. This initiative is FULLY ACHIEVED.

OBJECTIVE 5: Support the agency by managing facilities, resources, and reducing risks to agency assets.

● **INITIATIVE 5.1: Conduct an analysis of fleet usage and work with DCRA managers to assess effectiveness of current capability.**

FULLY ACHIEVED, and recommendations for changes have been implemented. Vehicles are checked out daily by field staff to allow Support Services to manage the usage and efficiencies, maintaining the fleet to ensure there are always enough vehicles for use by staff.

● **INITIATIVE 5.2: Create a records management policy for the agency.**

This initiative has only been PARTIALLY ACHIEVED, but DCRA re-aligned the staff to have the current support services manager begin managing the agency Records Room. This has created additional oversight and accountability for the management of DCRA records. The manager is currently assessing and identifying ways to make things more efficient in the long term because DCRA was required to purge and remove old records from the archive facility by the end of September 2011. This is ongoing and continuous as DCRA maintains a large number of land, building and license records for the city.

OBJECTIVE 6: Expand and maintain technology infrastructure.

● **INITIATIVE 6.1: Extend Interactive Voice Routing (IVR) system for Building Plan Review.**

Do to budget restrictions, this functionality was not implemented in FY 2011, however the capability is still there and can be added to the system at a later date. This initiative is NOT ACHIEVED.

● **INITIATIVE 6.2: Extend Integration of CPMS with Citywide Call Center CIRM System.**

Dependent on coordination with OCT O, EOM and the OUC, DCRA was able to incorporate service requests into the 311 system which can now handle the following: Grass and Weeds, open and accessible, illegal construction and vacant properties. This initiative is FULLY ACHIEVED.

● **INITIATIVE 6.3: Implement new system to process business license renewal online.**

Beginning in fall 2010, DCRA FULLY ACHIEVED this initiative by allowing certain business licenses can be renewed online. Customers can renew your business application online 30 days prior to the expiration of your current license, and pay for it using a major credit card and then the license gets mailed out to the business.



● **INITIATIVE 6.4: Implement new Corporations system.**

In June 2011, DCRA launch CorpOnline. The Corp Online system allows businesses to conduct many transactions online such as: File periodic reports; Reserve a new, or renew an existing, Entity Name; Redeem a reserved Entity Name; Submit a new domestic or foreign filing for a Cooperative Association, Limited Liability Company (LLC), Professional Limited Liability Company (PLLC), For-Profit Corporation, Non-Profit Corporation, For-Profit Professional Corporation, Limited Partnership (LP), and Limited Liability Partnership (LLP); Register a Trade Name for a Registered Entity; Register a Trade Name for a Sole Proprietor or General Partnership; Submit a Trade Name Renewal; and Request and download a Certificate of Good Standing. This initiative is FULLY ACHIEVED.

● **INITIATIVE 6.5: Develop online systems to facilitate easy communication with Third Party companies.**

Although quality control inspections had been conducted since March 2011, in the fourth quarter of FY 2011, DCRA was able to designate one inspector to do quality control inspections in the field each day. Along with these assignments, there is a process and an inspection “type” for documenting the results in our Accela system, so we did not have to create additional paper forms to use. This initiative is FULLY ACHIEVED.

OBJECTIVE 7: Manage the Construction Codes Coordinating Board (CCCB).

● **INITIATIVE 7.1: Bring the DCMR 12 into line with the International Property Maintenance Code (IPMC).**

The CCCB code recommendations for the DCMR 12, which includes the DC Housing Code (DCMR 14) and International Property Maintenance Code (IPMC) to be incorporated, have not yet been transmitted to the DC Council, but are slated to go before DC Council in FY 2012. This initiative will be completed, and is only PARTIALLY ACHIEVED to date.

● **INITIATIVE 7.2: Increase green building provisions in the District’s building codes.**

The CCCB code recommendations for the DCMR 12 have not yet been transmitted to the DC Council, but the green building provisions have been included in the revisions. The code recommendations are slated to go before DC Council in FY 2012. This initiative will be completed, and is only PARTIALLY ACHIEVED to date.



Key Performance Indicators – Details

Performance Assessment Key:

● Fully achieved
 ● Partially achieved
 ● Not achieved
 ● Data not reported
 ● Workload Measure
 ● Baseline Measure

		Measure Name	FY2010 YE Actual	FY2011 YE Target	FY2011 YE Revised Target	FY2011 YE Actual	FY2011 YE Rating	Budget Program
Agency Management								
●	3.1	% of OIG inquiries completed timely	95	100		92.31%	92.31%	
●	4.1	% of FOIA request completed Timely	71.5	90		56.28%	62.54%	
●	5.1	% of staff with only a government issued cellular phones (No landline)	10	30			0%	
●	6.1	% of calls received by IVR % of calls received by IVR	0	40		23.62%	59.06%	
●	6.2	% reduction of calls received by ACD system	0	10		22.98%	43.53%	
Business and Professional Licensing								
●	1.1	% business license applications submitted online (new and renewal)	7	60		16.59%	27.64%	
●	1.2	% of business license issued within 45 business days	0	50		42.54%	85.08%	
●	1.3	% professional license applications submitted online (new and renewal)	68	60		90.88%	151.47%	
●	2.1	% of new corporate filings submitted online	0	60		11.14%	18.56%	
●	3.1	% of regulatory investigations resulting in the issuance of a notice infraction	0	60		23.08%	38.46%	
●	3.2	% of business that have obtained a business license after being issued a notice of infraction	0	60		9.90%	16.50%	
●	3.3	% of pre-license investigations conducted by regulatory investigations within 5 business days	95	85		95.73%	112.63%	



		Measure Name	FY2010 YE Actual	FY2011 YE Target	FY2011 YE Revised Target	FY2011 YE Actual	FY2011 YE Rating	Budget Program
●	3.4	% of weighing and measuring devices approved	0%	80%		96.09%	120.11%	
Permit Operations Division								
●	1.1	% of green building plan review completed within 30 days	0%	0%		100%	0%	
●	1.2	% of filed plan reviews completed on-time	91.7	94		94.02%	100.02%	
●	1.3	% of TPR project reviews by DCRA Technical Review within 15 business days	0%	80%		77.85%	97.31%	
●	1.4	% of all permit applications held for correction	0%	0%		8.31%	0%	
●	2.1	Average length of customer wait in Permit Center (minutes)	17	16		57.39	27.88%	
●	2.2	% of walk through applications processed same day	0%	70%		61.03%	87.18%	
●	2.3	% of building plats utilizing expedited review service	11%	20%		22.07%	110.33%	
●	2.4	% of applications submitted online	0%	0%		15.05%	0%	
●	2.5	% of permits issued online (postcard, supplemental, eHOP)	0%	0%		13.47%	0%	
Zoning Division								
●	1.1	% of Certificate of Occupancy applications receiving OZA initial review from the application date, in compliance with timelines (30 business days)	86%	95%		93.20%	98.11%	
●	1.2	% of HOPs issued within 10 business days of application submission	0%	90%		84.25%	93.62%	



		Measure Name	FY2010 YE Actual	FY2011 YE Target	FY2011 YE Revised Target	FY2011 YE Actual	FY2011 YE Rating	Budget Program
●	1.3	% of successful defenses of appeals of Zoning Administrator decisions before the BZA	88%	90%		77.78%	86.42%	
●	1.4	# Zoning Compliance Letters issued	0	0		734	0%	
●	2.1	% of complaint-initiated enforcement actions occurring within 60 days of receipt of concern	51%	70%		73.63%	105.18%	
Inspection Division								
●	1.1	# of Units Inspected by Proactive inspections Team	1,718	2,500		2,075	83%	
●	1.2	% of complaint-related inspections conducted within 3-5 days of the request	0%	75%		78.83%	105.10%	
●	1.3	% of permit-related inspections completed within 48 hours of request	85%	100%		93.53%	93.53%	
●	1.4	% of emergency inspections conducted within 24 hours of complaint	67%	90%		66.99%	74.44%	
●	1.5	% of inspections completed as scheduled	84%	80%		92.13%	115.16%	
●	1.6	Average number of inspections per inspector daily	0	0		6.19	0%	
●	2.1	# of Quality Control inspections performed on Third Party Inspections	0	0		165	0%	
●	2.2	% of Third Party Inspection agencies with quality control audits found to be in compliance	0%	0%		69.70%	0%	
●	2.4	% reduction in the number of illegal construction cases dismissed at the initial DCRA appeal hearing	0%	10%		17.40%	174%	
Enforcement and Legislative Affairs								
●	1.1	Total number of vacant properties	2896	3400		6529	52.08%	



		Measure Name	FY2010 YE Actual	FY2011 YE Target	FY2011 YE Revised Target	FY2011 YE Actual	FY2011 YE Rating	Budget Program
●	1.2	% of registered vacant properties (including properties that are registered and exempt)	62.5%	75%		46.81%	62.41%	
●	1.3	Number of blighted properties reported to OTR	300	220		1,034	21.28%	
●	2.1	% of rate of return on special assessments	0	0		68.46%	0%	
●	2.2	Total dollar amount of Special Assessments filed	\$597,556	\$1,600,000		\$2,404,486.14	150.28%	
●	2.3	% of cases "won" with OAH finding of liability ("upheld")	44%	80%		42.15%	52.69%	
●	2.4	Total dollar amount of tax liens collected Administrative Judgments)	\$888,697	0%		\$203,648.78	0%	
●	2.5	Dollar amount of liens referred to credit agencies or collection agencies	\$33,300	0				
●	2.6	% of DCRA abatements completed within 30 days	77%	70%		82.34%	117.62%	